Building Army Capabilities

Mike Bledsoe
FORSCOM Safety

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Where We Are Headed

Current Combat Capability

Active Component

33 Brigades including SBCTs

Army National Guard

15 Enhanced Separate Brigades
19 Divisional Brigades
1 Sep Brigade
1 Scout Group

Building Enhanced Capabilities
For a Joint Expeditionary Army

Increased Combat Capability

Active Component

43-48 Brigade Units of Action including 5 SBCTs

Army National Guard

32 Brigade Units of Action
1 SBCT
1 Scout Group

Common Unit Designs for ARNG and Active Component

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Active Army Echelons & Capabilities

Today

XXXX
ASCC
5 ASCC

XXX
CORPS
4 Corps

XX
DIV
10 Div

X
BDE
33 Bde

Army Service Component Command (ASCC)

USAREUR
USARPAC
USARSO
3rd Army
8th Army

I Corps
III Corps
V Corps
XVIII Corps

5 Heavy Divisions
1 Composite Division
2 Light Divisions
1 Air Assault Division
1 Airborne Division

17 Heavy Bdes
X (Mech) X (Armor) X (ACR) III

13 Light Bdes

Capabilities migrate to UE_Y

Capabilities migrate to UE_X

Capabilities migrate to UA

3 SBCTs

Future

Units of Employment (UE)

UE_Y

UE_X

Units of Action

UA

43-48 Brigade UA

Reduce Headquarters Echelonment and Increase Brigade Units of Action

- Assume theater operational and strategic functions which ASCCs and Corps now perform.
- Command and coordinate support for multiple UE_X as well as joint and coalition forces.
- Command at least six Units of Action (Combat/Support) and joint and coalition forces.
- Provides two deployable command posts
- Includes many capabilities currently found at Corps level.

INF UA — 18-21 Infantry Brigade Units of Action

ARM UA — 20-22 Armored Brigade Units of Action

X — 5 Stryker Brigade Combat Teams

Does not include Support Units of

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ARMY TRANSFORMATION

DR

	FY04	FY05	FY06	FY07	FY08	FY09	FY10
UEx Existing BCTs convert with DIV HQs							
BCT (UA) BUILD	4 4 3	4 4 4/25 2	4 5/25 3 6/25 4 4	3 4 4 TBD 4			
ARNG UEx							
ARNG UAs		30 HVY 81 HVY 39 IN	116 HVY 256 HVY 278 ACR (HVY) 56 IN 155 HVY 29 IN	48 HVY 32 IN 53 IN 86 IN 2 IN 76 IN	41 IN 218 HVY 1 HVY 49 IN 1 IN 149 IN SBCT 56 SBCT #6	50 IN 45 IN 92 IN 2 IN 37 IN 2 IN	55 HVY 3 IN 26 IN 3 IN 66 IN 207 IN
RESERVE and AEF	34.7 K Restructure	- 7.5K	-15.0K	-12.2K			
	RRC Redesign		RRC Reductions				
		AEFP 1 AEFP 2	AEFP 3 AEFP 4	AEFP 5 AEFP 6	AEFP 7 AEFP 8	AEFP 9 AEFP 10	
SBCT & Other (Availability)	1/25 SBCT2	SBCT3	SBCT4 173rd IN Round-Out	2/25 SBCT5	SBCT56		
Army Aviation	3 XVIII Corps 101 (1) 101 (2)	4 8th Army 4/2 ACR 10	III Corps 160th SOAR 1-228th 1CD 25 82 34 42 35 28 38 36 40 294/278	3RD Army V Corps USAREUR 2 1AD 1ID 4/3 ACR	I Corps		
FCS	RESTRUCTURING				Spiral 1		Spiral 2

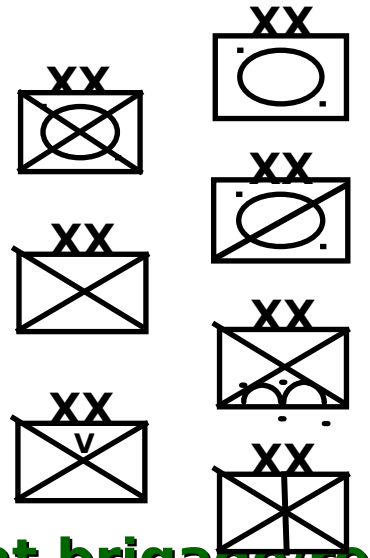
- Support Global Operations
- Sustain the Right All Volunteer Force
- Build the Future Force
- Adapt and Improve Total Army Capabilitie
- Adjust Global Footprint
- Optimize Reserve Component Contributio
- Adapt Institutional Army
- Develop Joint, Interdependent Logistics S

As of 24 SEP 2004

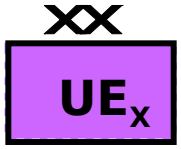
Standardizing the Force

Current Units designed to provide a specific capability, new units will be broa

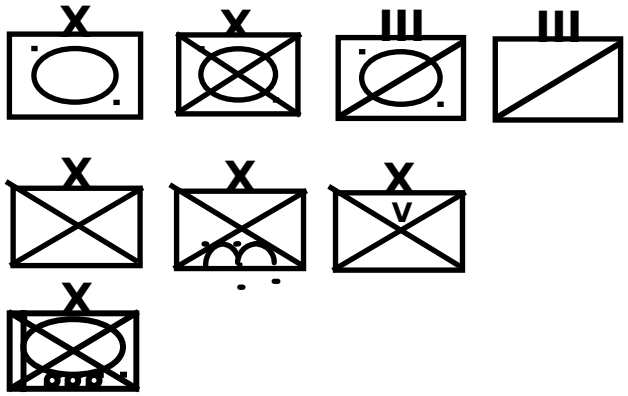
Seven division designs to a more capable *Unit of Employm*



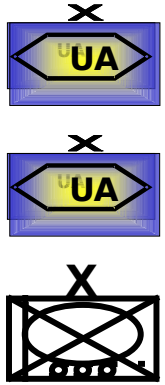
- Armored (heavy)
- Mechanized Infantry (heavy)
- Cavalry (heavy)
- Light Infantry (light)
- Airborne Infantry (light)
- Air Assault Infantry (light)
- Medium (Composite)



Eight brigade/regiment designs to three *Unit of Action designs*



- Armored (heavy)
- Mechanized Infantry (heavy)
- Cavalry (heavy)
- Cavalry (light)
- Light Infantry (light)
- Airborne Infantry (light)
- Air Assault Infantry (light)
- Stryker (Medium)



Armore d

Infantry

Stryker

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BCT (UA) and UEx Synchronization

	FY04	FY05	FY06	FY07
UEx				
BCT (UA) BUILD				AK

Decision to implement resourcing of final 5 UAs subject to operational necessity and OSD approval

	FY04	FY05	FY06	FY07
BCTs/UA	36	39	43	48
Heavy	18	19	20	22
Light	6	7	9	11
Stryker	4	5	5	5
ABN / AA	8	8	9	10

GUIDING PRINCIPLES:

- New BCT (UA) builds are (1) in modular configuration and (2) force stabilized
- Division transitions to UEx during modular conversion
- BCT (UA) do not need to be stationed with UEx
- SBCTs are counted as separated UAs

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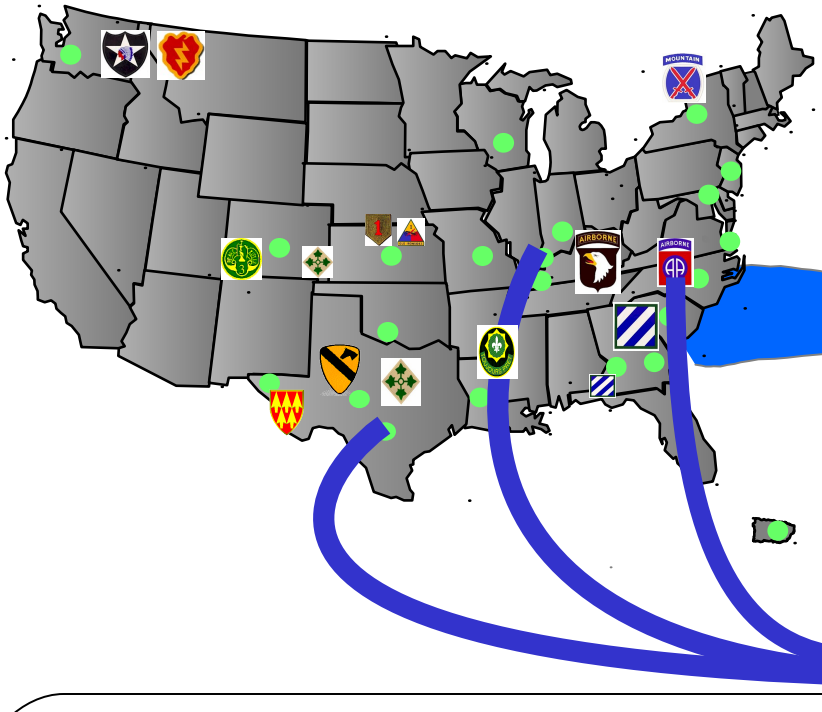
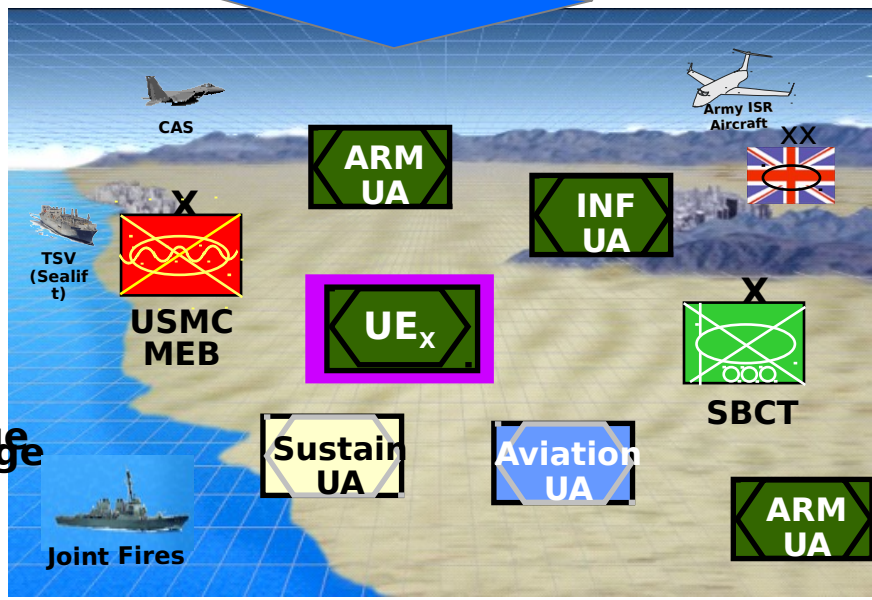
Projecting the Modular Army

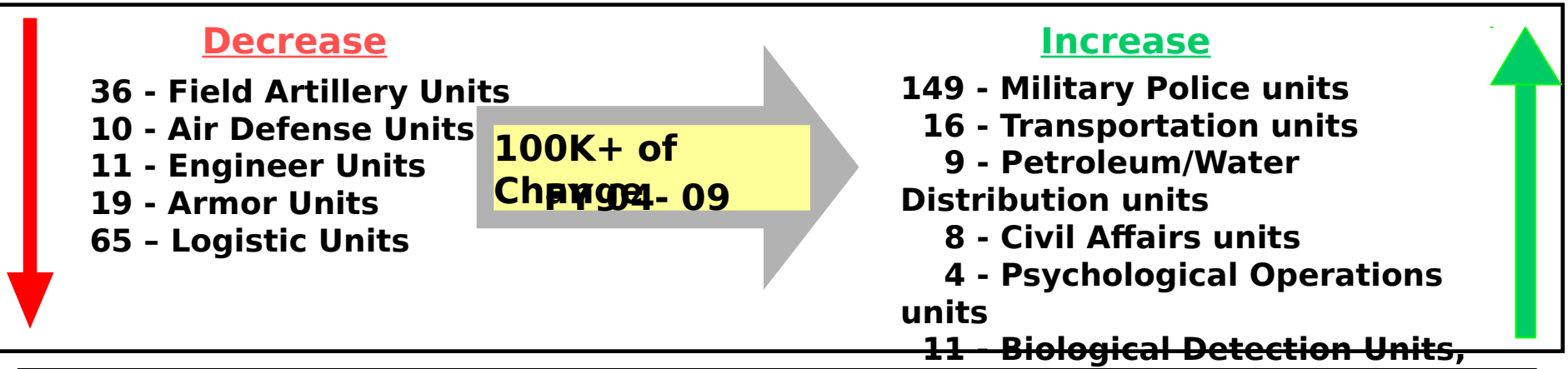


- Modular Units Not Tied To Division Bas
- UEx (Operational Headquarters) Joint Capable
- Simultaneous Deployment From Multi Power Projection Platforms
- Tailorable Units Of Action For Full Spe Operations

- Level Of Strategic Commitment Will Remain At Current Pace
- Basing Supports A Joint And Expeditionary Army With Campaign Capabilities
- Power Projection Platforms Provide Full Range Of Support For Responsive Deployment, Employment And Sustainment Of Forces



Restructuring the Force


Decrease
36 - Field Artillery Units
10 - Air Defense Units
11 - Engineer Units
19 - Armor Units
65 – Logistic Units
100K+ of Change
FY 04 - 09
Increase
149 - Military Police units
16 - Transportation units
9 - Petroleum/Water Distribution units
8 - Civil Affairs units
4 - Psychological Operations units
11 – Biological Detection Units, etc.

– **Divesting Cold War Structure to Better Fight the War on Terrorism**

  - **Example: Decreasing Field Artillery, Armor, & Air Defense units – taking advantage of joint air superiority and joint precision munitions capabilities**

– **Relieve Stress on High Demand Units**

  - **Example: Increasing Military Police, Civil Affairs, & Special Operations units**

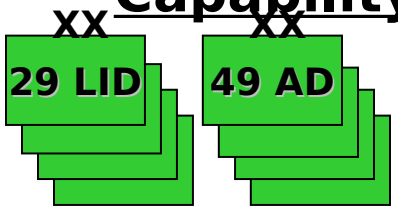
– **Improve Readiness and Deployability of Units**

  - **Example: Man Units to Authorized Level of Personnel Fill**

Most Significant Army Restructuring in the Last 50 Years

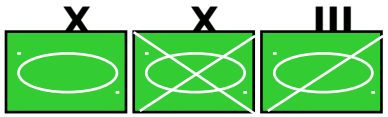
ARNG Combat Organizations

Current ARNG Combat Capability



4 Heavy Divisions
3 Medium Divisions
1 Light Divisions

8 ARNG Divisions



23 Heavy Bdes (Mech/Armor/ACR)

14 Light Bdes (Light Infantry/Scouts)

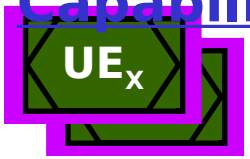
37 Brigades

15 Enhanced Separate Brigades
20 Divisional Brigades
1 Separate Brigade
1 Scout Group

Future ARNG Combat Capability

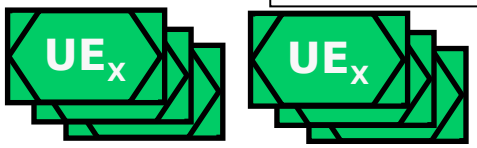
8 ARNG UEx or Divisions?

HLD
Stability Ops



2 ARNG UEx

Strategic Reserve



6 ARNG UEx or Divisions?

34 Brigades

22 LT

10 HVY

1 SBCT

1 SCT GP

32 Brigade Units of Action
1 Stryker Brigade Combat Team
1 Scout Group

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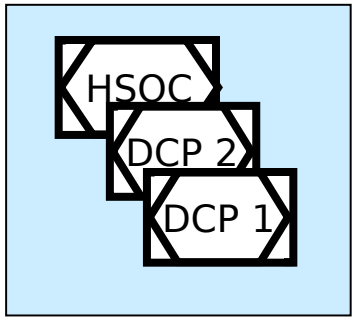
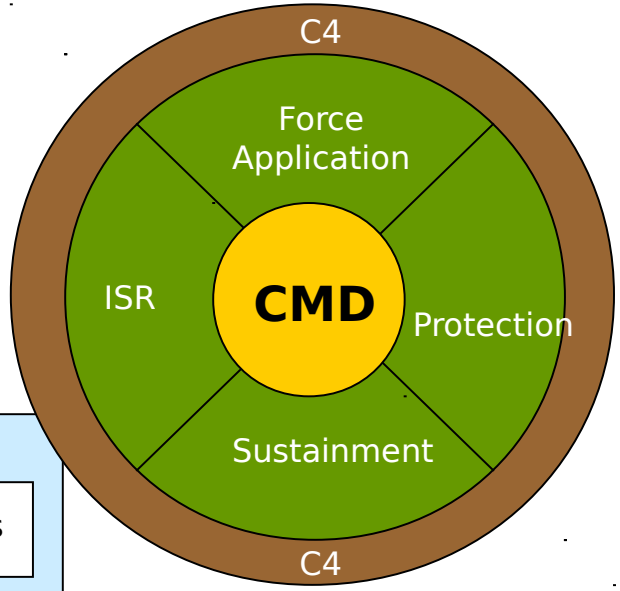
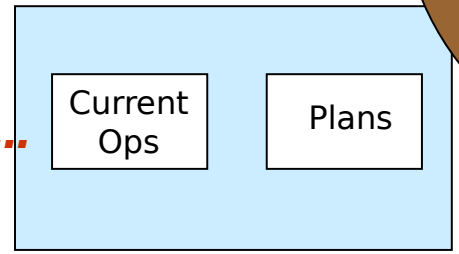
UE_X Warfighting Organization

Command Posts…





…organized to accomplish functions…



…by cells

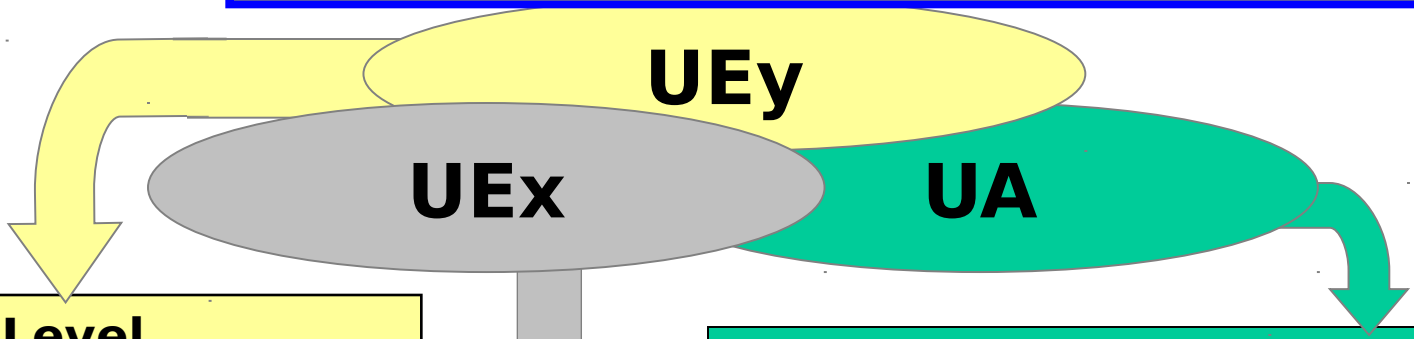
ISR	Force Application	Sustainment	Protection	C4
Intel Surveillance Recon Space EN (Topo) AVN	Fires Maneuver EN (M/CM) AVN	CSS EN (Gen/Civ) Med Contracts AVN	AMD NBC Def IO EN (Surv) RABS	Inst/Maint C2 Sys IM

What Isn't Changing

The Soldier is the centerpiece of all our units

- ✓ Most effective, flexible and adaptable asset we possess.
- ✓ Rapidly retasked from Combat to Stability Operations to Homeland Defense
- ✓ Best sensor – Receives & processes information better than any technology
- ✓ Face of the United States overseas.
- ✓ Everything we do is designed to support the Soldier.

Operational Safety Capability Requirements



Theater- Level Subject Matter Expertise

- Aviation Safety
- Range Safety
- Safety Data Management
- Explosives Safety
- Radiation Safety

Program Managers

- Aviation Safety
- Vehicle Safety
- Base Camp Safety
- Safety Information
- May Manage Several Different Safety Program Specialties

Direct Risk Management Support to Commanders

- Provide Hazard and Risk Data and Information
- Research Safety Related Risk Management Problems
- Incorporate Risk Controls into Plans, Orders and Directives

Transforming Army Safety Structure

Pre-Transformation

- No Standard Design
- Most Safety Professionals Assigned to Installation or Garrison Command Levels
- Inadequate Safety Staff, Trained and Experienced for Unit Training and Operations
- Few Mission Support Personnel are on the Unit Augmentation TDA
- Some positions are not Emergency Essential / Deployable

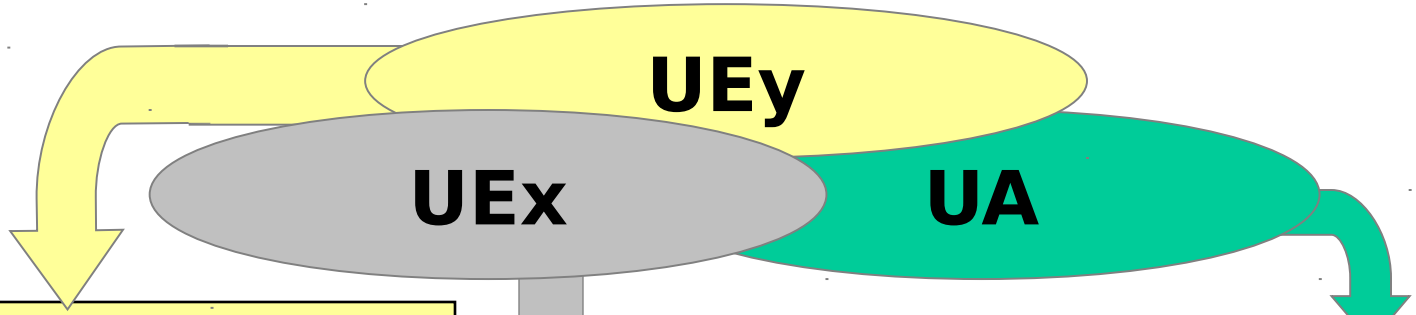
Transformation End State

- Standard, "Modular" Safety Support Structure
- Safety Support Closer to "Boots on the Ground"
- Dedicated, trained, experienced Safety Support to Mission Commanders
- All Mission Support Personnel are on the Unit Augmentation TDA
- All Mission Safety Support Personnel are Emergency Essential / Deployable

Sporadic, inconsistent support to commanders; depends on each commander's interest.

Establishes a structure for dedicated, experienced support to manage hazards and risks in training & deployments

Operational Safety Staffing Models



UEy x 5
- GS14 Safety Director GS14
- GS13 Deputy/Tactical Safety
- GS13 Range/Explosives/Radiation
- GS13 Aviation Safety
- GS12 Vehicle Safety
- GS12 OSH/HAZ
- GS12 Systems Safety
- GS11 Data Manager/Admin

UEx x 12
- GS13 Safety Director
- GS12 Deputy/Tactical Safety
- GS12 Aviation Safety
- GS12 OSH/HAZ
- GS9 Data Manager/Admin

UA x 43
- GS12 Safety Specialst per UA
- UAs include 4 maneuver UAs, 1 Fires UA and 1 Support UA
- Aviation UAs will continue to have a Warrant Officer Aviation Safety Officer assigned.

Staffing to Support Modularit

Projected Army-Wide Mission Safety Staff

Type Unit	No# Units	Safety Staff	Total Required	On Hand*	Additional Req'd*
UEy	5	8	40	41	4
UEx	12	5	60	38	17
Maneuver BCT/UA	48	1	48	33	15
Support UA	16	1	16	0	16
Fires UA	10	1	10	0	10
Maneuver Enhancement UA	8	1	8	0	8
AAMDC	1	1	1	1	0
Theater Sustainment Commands	2	2	4	1	3
Total Staffing Requirement			187	114	73

Additional $5,100K for Mission Safety Staff

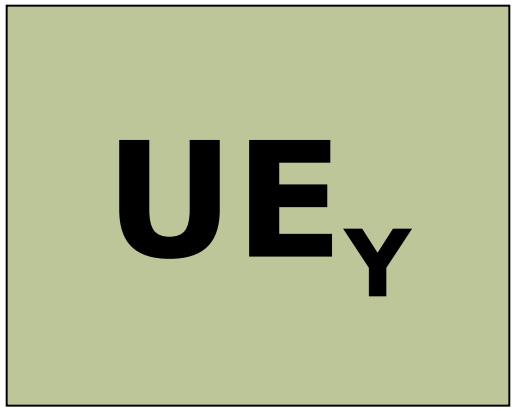
Summary

Proposed Safety Staffing Models Provide:

- Appropriate Staff Capability to Perform Required Safety Missions and Functions in Operational Commands
- Provides Operational Commander Dedicated, Experienced Support Closer to "Boots on the Ground"
- Standardized Safety Infrastructure to Support Modular Units Across the Army

Implementation of the Proposed Models Requires Approval of Changes to the Augmentation TDA

BACKUP



UE_Y Decision – Base Design and Subordinate Commands

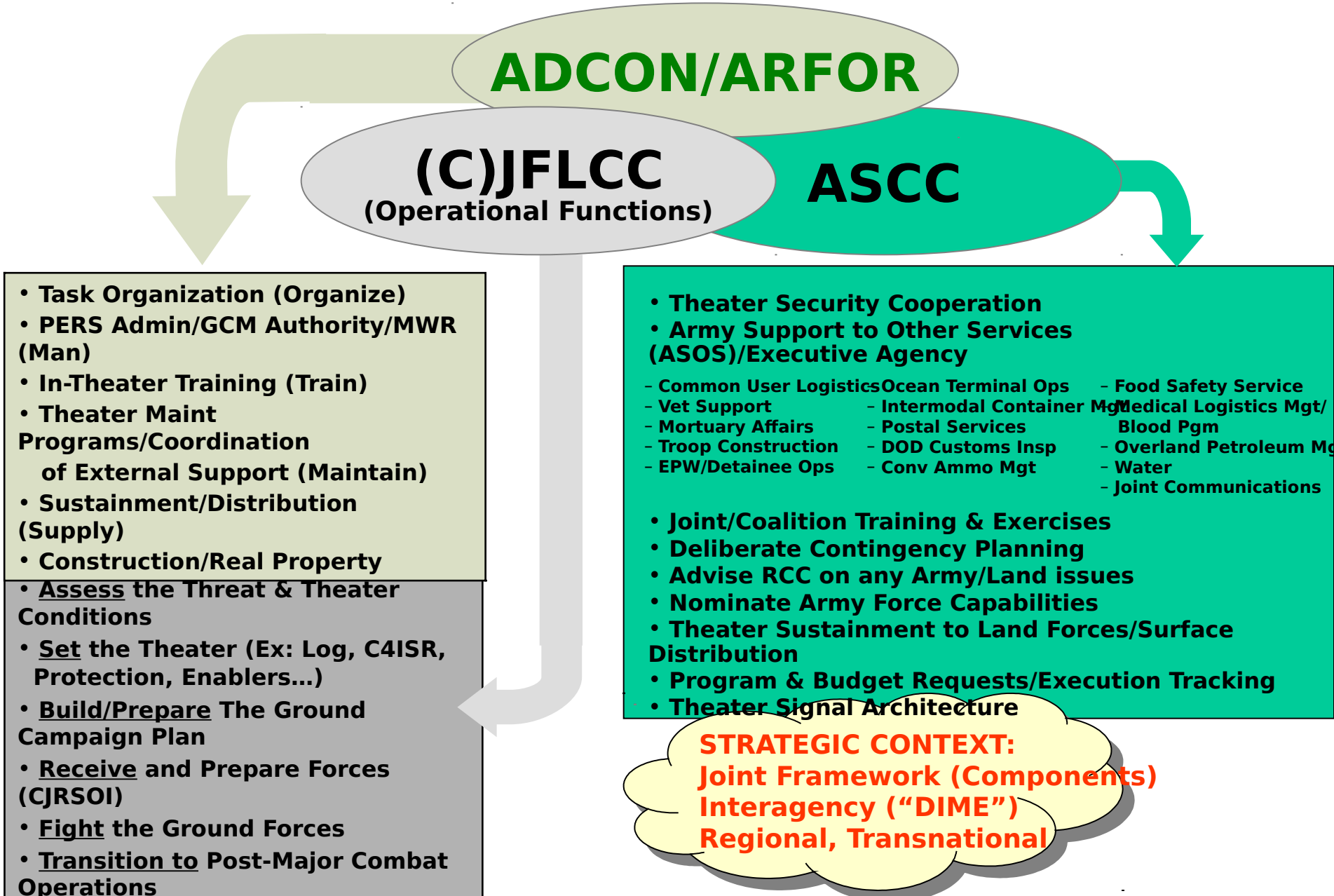
CSA UE_Y Guidance

- Design as the Army Service Component Command for a Regional Combatant Command (RCC).
- Make it capable of being a JTF or JFLCC.
- Get core functions and capabilities correct, then tailor for each RCC.
- Design staffs with core capabilities, but do not over-structure. Make sure they can do minimum levels, and then accept augmentation for increased capabilities.
- Design a “base set” of theater sustainment, signal, intelligence and civil affairs forces assigned/OPCON, then tailor for each RCC.

Unit of Employment Y: Principles

- Army Service Component Commander (ASCC) for a Regional Combatant Commander (RCC)
  - Not part of rotational base – works for a specific RCC
  - Not adaptable to non-regionally aligned, deployable formation
- Provide Army support to other Service, Joint, Interagency, and Multinational elements
- Execute most administrative control (ADCON) responsibilities
- With augmentation can serve as:
  - Joint Task Force (JTF) Headquarters
  - (Coalition) Joint Force Land Component Commander (CJFLCC) for major combat operations where the RCC is the Joint Force Commander (JFC)
- Designed around operational functions, then tailored to meet the requirements of a particular RCC
- Each UE_Y headquarters has full Joint connectivity w/robust liaison capability for joint and multinational operations

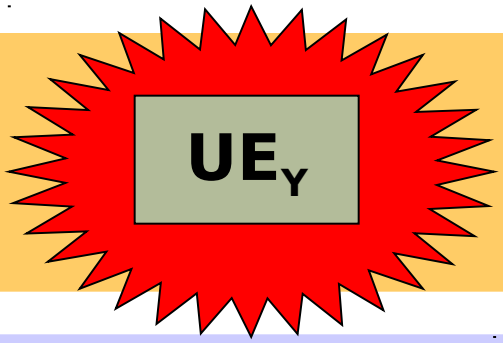
UE_Y Theater Functions and Required Capabilities


ADCON/ARFOR
(C)JFLCC
(Operational Functions)
ASCC
• Task Organization (Organize)
• PERS Admin/GCM Authority/MWR (Man)
• In-Theater Training (Train)
• Theater Maint Programs/Coordination of External Support (Maintain)
• Sustainment/Distribution (Supply)
• Construction/Real Property
• Assess the Threat & Theater Conditions
• Set the Theater (Ex: Log, C4ISR, Protection, Enablers…)
• Build/Prepare The Ground Campaign Plan
• Receive and Prepare Forces (CJRSOI)
• Fight the Ground Forces
• Transition to Post-Major Combat Operations
• Theater Security Cooperation
• Army Support to Other Services (ASOS)/Executive Agency
– Common User Logistics
– Vet Support
– Mortuary Affairs
– Troop Construction
– EPW/Detainee Ops
– Ocean Terminal Ops
– Intermodal Container Mgt
– Postal Services
– DOD Customs Insp
– Conv Ammo Mgt
– Food Safety Service
– Medical Logistics Mgt/ Blood Pgm
– Overland Petroleum Mg
– Water
– Joint Communications
• Joint/Coalition Training & Exercises
• Deliberate Contingency Planning
• Advise RCC on any Army/Land issues
• Nominate Army Force Capabilities
• Theater Sustainment to Land Forces/Surface Distribution
• Program & Budget Requests/Execution Tracking
• Theater Signal Architecture
STRATEGIC CONTEXT:
Joint Framework (Components)
Interagency (“DIME”)
Regional, Transnational

UE_Y Organization

General

Regionally focused Command and Control Headquarters



Dedicated set of habitually associated and regionally focused units

- Theater INTEL Capability*
- Theater Sustainment Capability*
- Theater Network Capability*
- Theater Civil Affairs/CMO Capability*

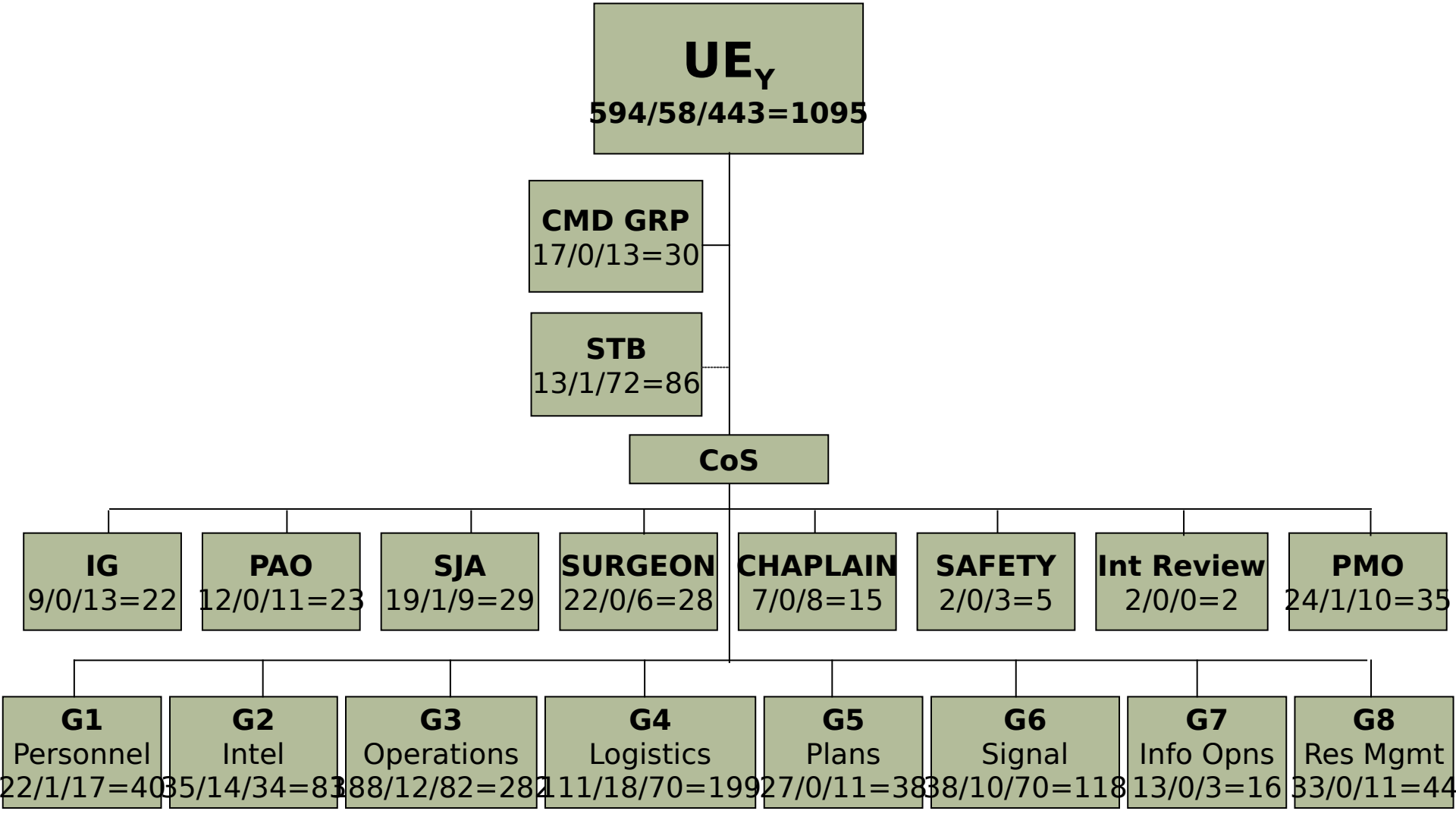
*Unit size/capability tailored to specific theater

Representative Menu of **<u>available</u>** units assigned or attached based on METT-TC

- UE_X
- MEDICAL
- Aviation
- MP
- CHEM
- AMD
- Engineer
- IO
- ME

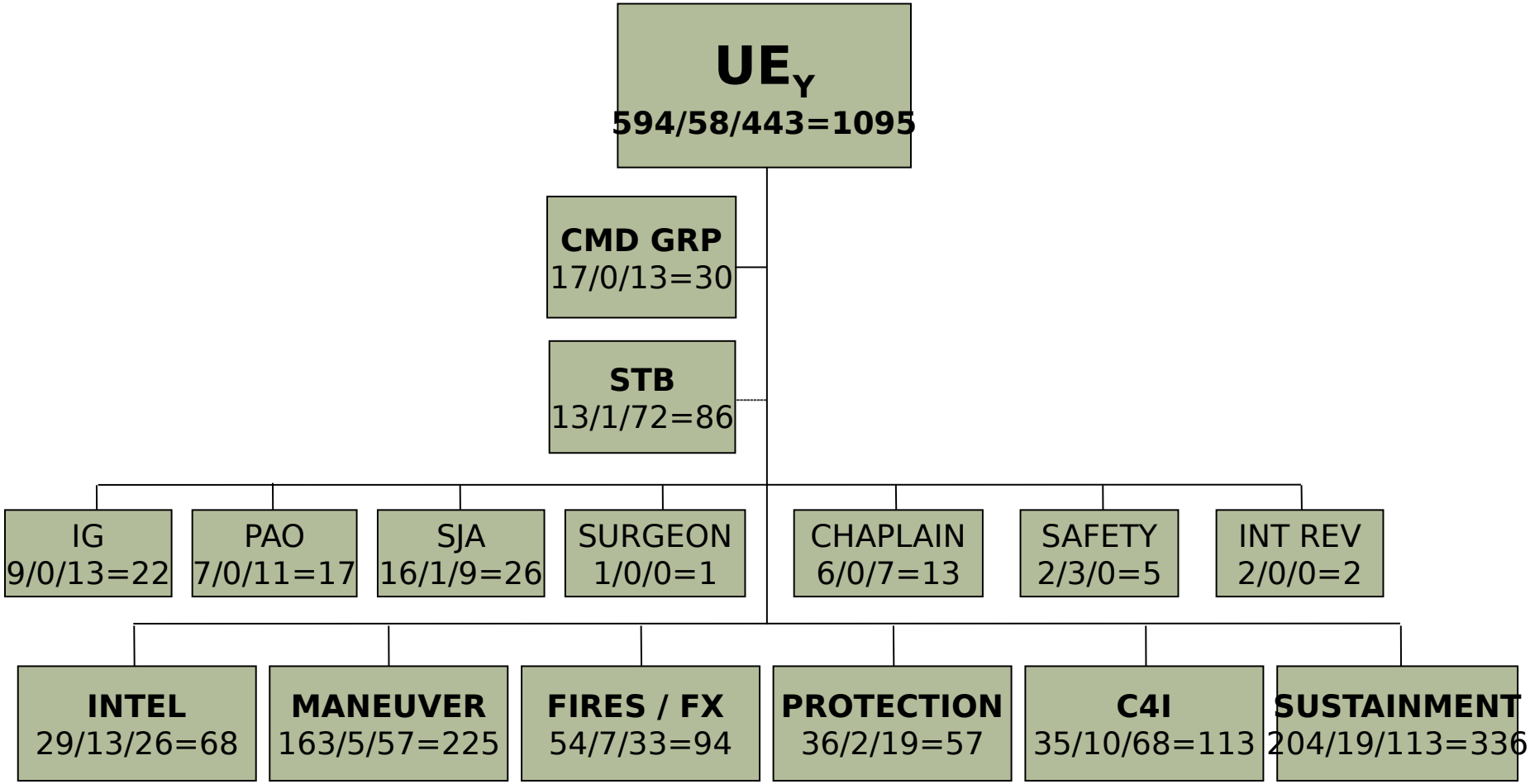
UE_Y G-Staff Design

As of 27 September 2004



UE_Y Functional Design

As of 27 September 2004



Tailoring of UE_Y and Subordinates
General

UE_Y Tailoring

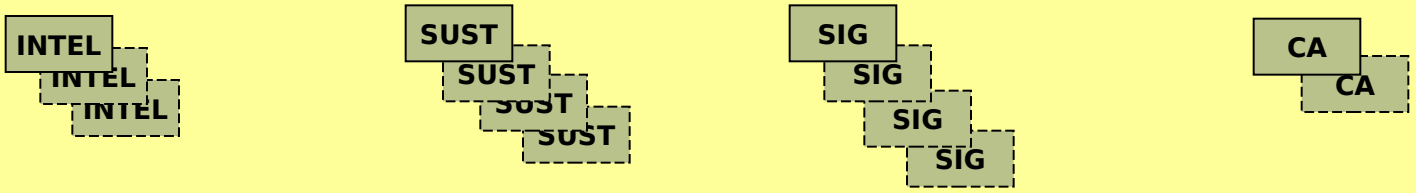
UE_Y

Headquarters tailored by DA based on regional requirements

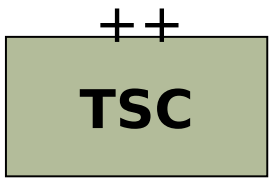
Theater Support Tailoring

Theater INTEL Capability*	Theater Sustainment Capability*	Theater Network Capability*	Theater Civil Affairs/CMO Capability*
Each UE_Y supported by a TIB	Each UE_Y supported by a TSC or Sust BDE	Each UE_Y supported by a NETCOM or Signal BDE	Each UE_Y supported by a CA Bde

Sub-Unit Tailoring

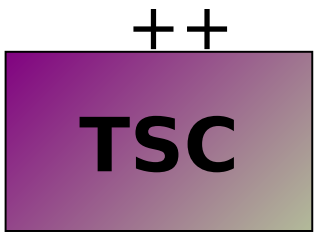


Size, type, and capabilities mix of subordinate battalions tailored to meet mission requirements of higher headquarters



Replaces Theater Support Command, Theater Materiel Management Center and Theater Movement Control Agency. Total personnel in these organizations:
241/40/613 (894)

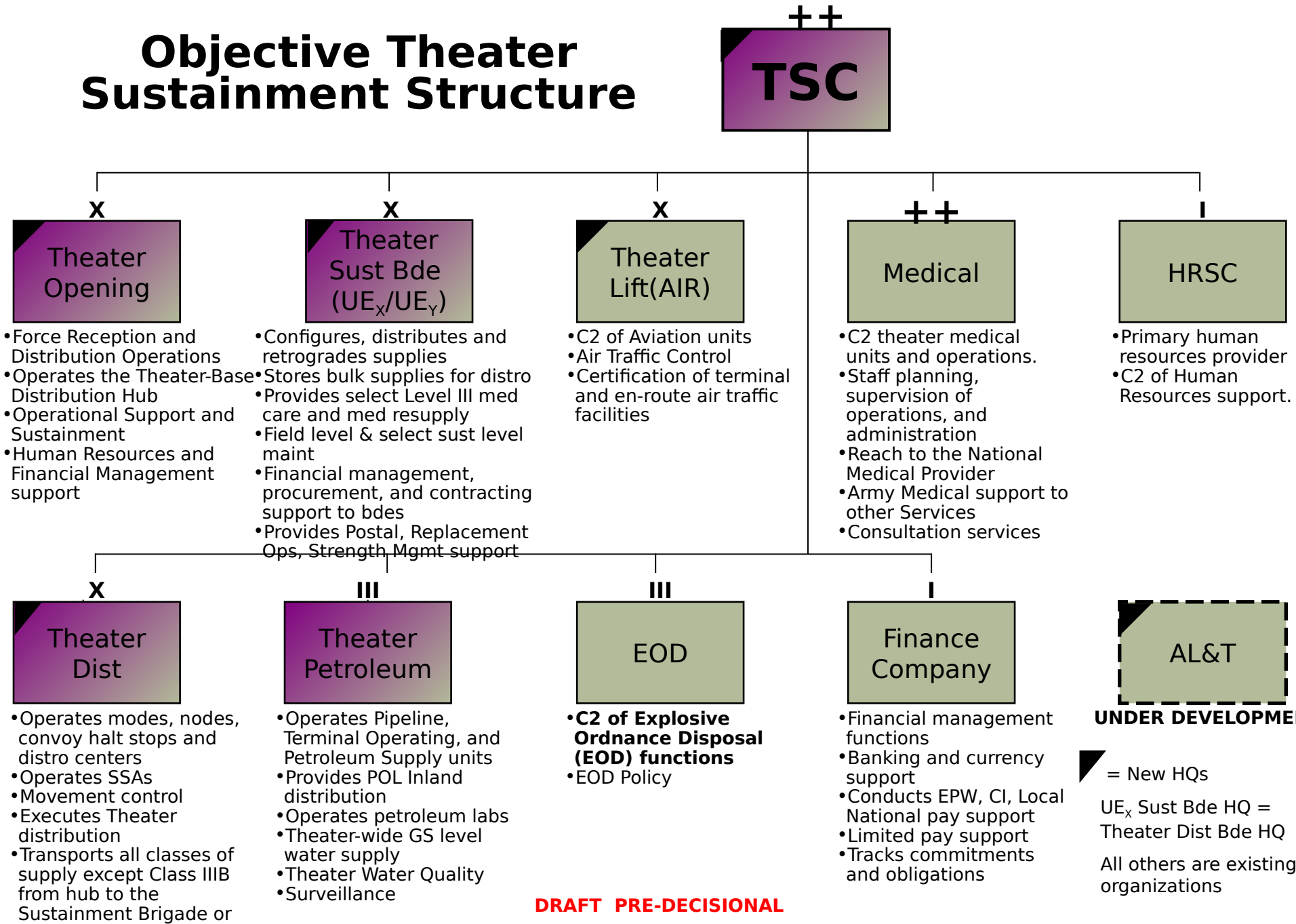
Theater Sustainment Command



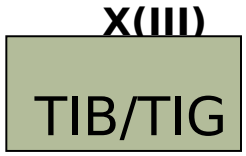
New numbers being staffed:
275/52/505/15 (847)

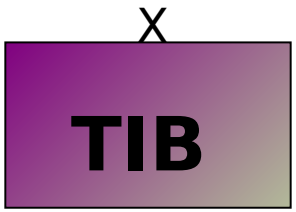
- C2 of sustainment operations in support of the ASCC and joint, interagency, and multinational forces.
- Coordinates inter and conducts intra theater logistics
- Joint Capable
- Single Logistics C2 and proponent for distribution in theater
- Regionally focused
- Integrates SDDC, DLA, SOF, AMC, contractor and other agencies in sustainment operations
- 2x Deployable CPs with embedded Early Entry Command Posts

Objective Theater Sustainment Structure



Theater Intelligence Brigade (TIB)





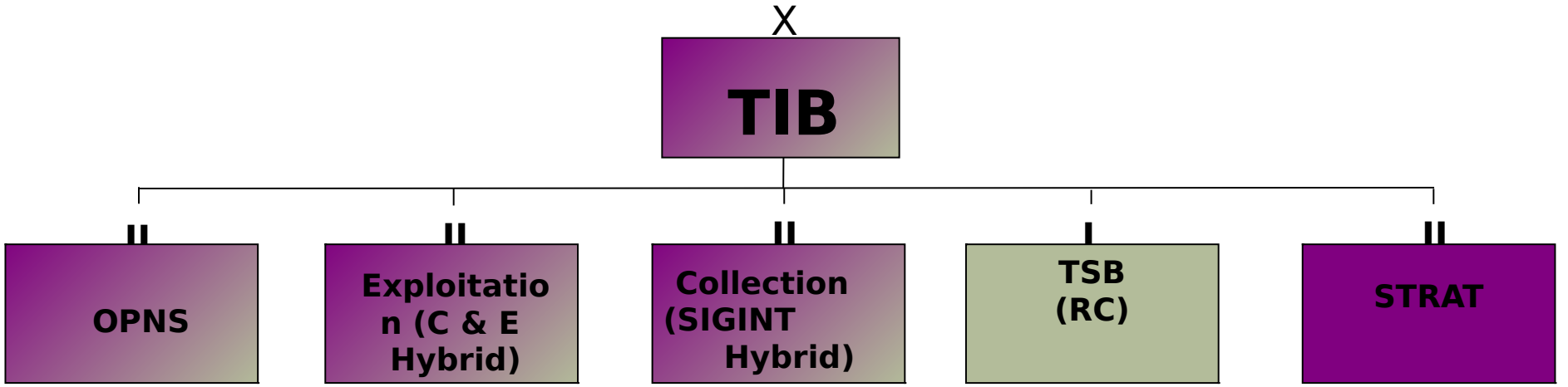
28/4/49/20/101

Replaces current TIB or TIG
Current TIB; 21/3/49 = 94 (Incl 11 RC)*
Current TIG: 18/2/30 = 50 (Incl 9 RC) *

- C2 of assigned Battalions
- Coordinate with and leverage Joint/National intelligence agencies for support to ASCC/JFC.
- Conduct intelligence missions (Analysis/CI/HUMINT/IMINT/SIGINT
- (Ground and Aerial) in support of Theater Engagement Plans and Operations
- Coordinate multi-national intelligence exchange in coordination w/ UE_Y
- Coordinate and develop OPLANS and OPORDS in support of UE_Y requirements.
- Conduct Red Team operations in support of UE_Y requirements.
- Manages SCI communications in support of the TIB & UE_Y

*The personnel totals are different for each TIB/TIG due to the number and size of BNs assigned.
Civilian numbers (not included) differ based on unique theater missions

Objective Theater Intelligence Structure



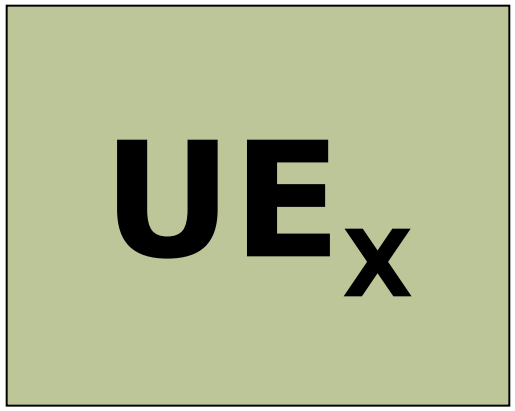
- Fusion / IDC-E
- DCGS-A (Fixed) (Tactical Overwatch)
- Collection Mgmt
- I&W / Force Protection
- Red Teaming

- Target Analysis
- CI (Invest, TSCM, Force Protect, Poly)
- HUMINT (THT, Intg, DOCEX)
- MASINT Sensors
- TAREX
- IMINT
- TECHINT*

- Target Analysis
- SIGINT Survey
- Aerial Collection
  - SIGINT
  - MASINT
  - IMINT/ MTI
- ER / MP UAV
- Ground SIGINT
- SPEW

- Target Analysis
- CI (Invest, Force Protect)
- HUMINT (THT, Intg, DOCEX)
- MASINT
- IMINT

- Regionally focused SIGINT collection, processing and analysis
- Support intel requirements at every echelon tactical – national
- Direct collaboration with tactical forces forward



UEx HQ Refinement

CSA UEx Guidance

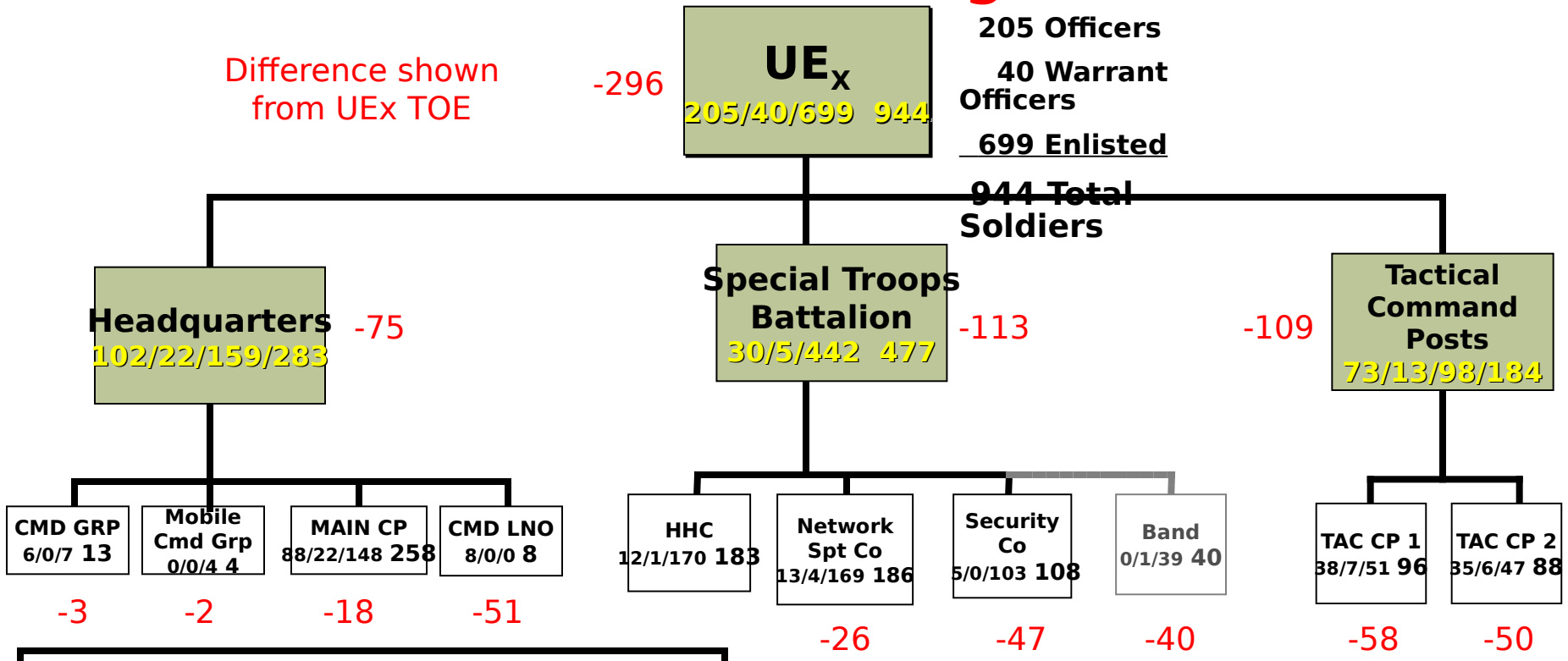
- UEx is the primary Warfighter employing brigades in close combat
- Must escape from the traditional echelon structure while mapping functions to organization
- Continue to mature designs and concepts through analysis over the next two years
  - Learn from 3ID and others, adjust the design and then apply design to doctrine
- Capable of C2 of Army, Joint, and Multinational forces

Unit of Employment X: Principles

- Capable of being:
  - Army Forces (ARFOR) HQ for operational tasks
  - Joint Task Force (JTF) Headquarters with augmentation
  - Joint Force Land Component Commander (JFLCC) with USMC augmentation
- As a warfighting HQ it:
  - Employs land forces as part of a joint, interagency, multinational force
  - Executes offense, defense, and stability operations in an area of operations Area
  - Conducts decisive, shaping, and sustaining operations through mission command
  - Sequences, supports, and reinforces subordinate brigades
- Full joint connectivity w/robust liaison capability for joint and multinational operations
- Capable of rapid deployment with early entry command post
- Has training and readiness responsibilities for both Brigade Combat Teams and Support Brigades

Unit of Employment X – Headquarters

Refined Design

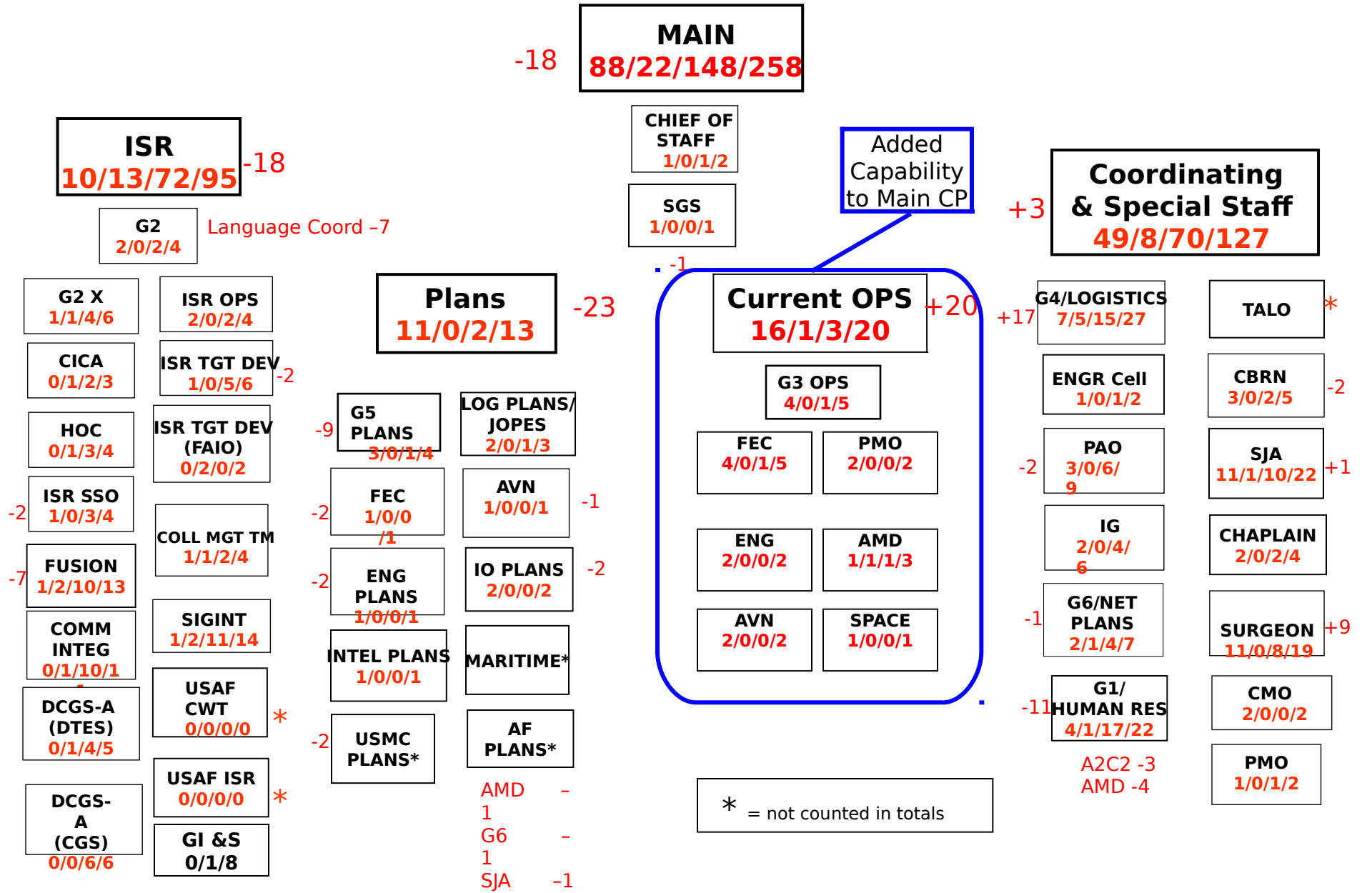


1240	UEx TOE
- 183	Staff refinement (Main &TACs)
-26	Change in Net Spt Co TOE
- 40	Change in Band resourcing
- 47	Security co conversion
944	Net UEx Refinement

Does not include proportional reduction in life

- Replaced Lt Infantry Security Co (155 pax) with/Bradley Security Co (108 pax)
- Removed band from UEx HQ; resourced as separate TOE (40 pax)

MAIN


-18
MAIN
88/22/148/258
CHIEF OF STAFF
1/0/1/2
SGS
1/0/0/1
-1
Added Capability to Main CP
+3
Coordinating & Special Staff
49/8/70/127
ISR
10/13/72/95
-18
G2
2/0/2/4
Language Coord –7
G2 X
1/1/4/6
ISR OPS
2/0/2/4
CICA
0/1/2/3
ISR TGT DEV
1/0/5/6
-2
HOC
0/1/3/4
ISR TGT DEV (FAIO)
0/2/0/2
-2
ISR SSO
1/0/3/4
COLL MGT TM
1/1/2/4
-7
FUSION
1/2/10/13
SIGINT
1/2/11/14
COMM INTEG
0/1/10/1
DCGS-A (DTES)
0/1/4/5
USAF CWT
0/0/0/0
*
USAF ISR
0/0/0/0
*
DCGS-A (CGS)
0/0/6/6
GI &S
0/1/8
Plans
11/0/2/13
-23
-9
G5 PLANS
3/0/1/4
LOG PLANS/ JOPES
2/0/1/3
-2
FEC
1/0/0/1
AVN
1/0/0/1
-1
-2
ENG PLANS
1/0/0/1
IO PLANS
2/0/0/2
-2
INTEL PLANS
1/0/0/1
MARITIME*
-2
USMC PLANS*
AF PLANS*
AMD –1
G6 –1
SJA –1
Current OPS
16/1/3/20
+20
G3 OPS
4/0/1/5
FEC
4/0/1/5
PMO
2/0/0/2
ENG
2/0/0/2
AMD
1/1/1/3
AVN
2/0/0/2
SPACE
1/0/0/1
* = not counted in totals
+17
G4/LOGISTICS
7/5/15/27
TALO
*
ENGR Cell
1/0/1/2
CBRN
3/0/2/5
-2
-2
PAO
3/0/6/9
SJA
11/1/10/22
+1
IG
2/0/4/6
CHAPLAIN
2/0/2/4
-1
G6/NET PLANS
2/1/4/7
SURGEON
11/0/8/19
+9
-11
G1/ HUMAN RES
4/1/17/22
CMO
2/0/0/2
A2C2 -3
AMD -4
PMO
1/0/1/2